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DD/S  
57-1073

ER-9-2323

1 APR 1957

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : Continuation of Military Phases of the JOT Program

REFERENCES : (a) The IG's Report of Survey of the JOT Program, dtd 2 Feb 1956  
(b) DD/S Memo to DCI, dtd 21 Mar 1956, subject: "Comments on IG's Survey of the JOT Program"  
(c) DD/S request of 5 December 1956 on the subject of this memo

1. This memorandum contains a recommendation submitted for DD/S approval. Such recommendation is contained in paragraph 4.

2. In his report to the DCI of his survey of the Junior Officer Training Program, the Inspector General recommended that Agency sponsorship of the military service of draft-eligible JOTs be terminated (Ref. (a) page 17). In your memorandum to the DCI on this survey, you proposed that the decision be postponed for one year, at which time you would re-evaluate the progress of the Program and make appropriate recommendations (Ref. (b) page 3). The DCI concurred in your proposal. This report is made in response to your request of 5 December 1956 for my recommendation on this question.

3. The attrition rate among OCS/JOTs upon completion of their active duty is relatively high, but I believe that these losses are offset by a number of advantages, including:

a. Through this program the Agency is able to recruit many able employees who otherwise would not be attracted to CIA.

b. Those who remain with us after completing active duty are of very high quality and represent a substantial gain to the Agency.

c. All do valuable work while with the Agency, and those who remain are well prepared, through training and work experience, to carry on in responsible assignments.

d. Experience in the Program will motivate some who leave either to continue their education or to try other work, to return later to CIA.

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f. Those who leave us constitute an informed "Alumni Association" which may be of very considerable potential value to the Agency.

4. It is recommended that Agency sponsorship of the military service of draft-eligible JOIs be continued.

**SIGNED**

**MATTHEW HAIRO**  
Director of Training

**Attachments:**

1. Attach A - Discussion
2. Table A
3. Table B
4. Table C

The recommendation contained in paragraph 4 is approved:



Deputy Director (Support)

100 5 1957

(Date)

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The recommendation in paragraph 4 is approved:

**Signed C. P. CABELL**

**ALLEN W. DILLIS**

Director of Central Intelligence

10 APR 1957

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ATTACHMENT "A"

DISCUSSION

1. The basis for the Inspector General's recommendation to discontinue the military components of the JOT Program was the apparent high attrition at the time when these officers completed their tours of active duty. No reference, however, was made to:

a. The value of the Program as a device for recruiting very able employees who otherwise would not be attracted to employment with CIA.

b. The high calibre of those who continue Agency employment after completing their active duty.

c. The possibility that with more careful selection and better program planning, the attrition could be reduced.

d. The value of the work done while on board by those officers who leave the Agency.

e. The possibility that, having been well indoctrinated, those who leave to continue their education or to try another type of work may later return to CIA.

f. The desirability to the Agency of having an "Alumni Association" composed of able men who know and believe in the mission of the Agency and who, as civilians, may be available for service in or in support of Agency activities.

2. The attrition rate for this group has been high and will probably continue to be above the Agency average. Although the Program has been in effect for nearly six years, complete figures are available only for those who entered during the first three years. (Men engaged in this Program remain with us for about a three-year period; therefore, the last three "classes" are still in various stages of service.) It is to be noted that these men were recruited during the period of the "Korean Incident," which coincided with the rapid expansion of the Agency, when recruiters were less careful than they now are in making promises to prospects and, in some cases, did indeed "sell" the Program as an alternative to the draft and combat duty. This situation has now been reversed and relatively few men other than those highly motivated for government service are interested in the OCS Program.

A breakdown of the figures for the OCS/JOT Program for those who entered in the years 1951, 1952, and 1953 (see Table A) shows:

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ATTACHMENT "A"

d. JOTs who did not remain after their active service have made very substantial contributions while on duty with the Agency. (See Table C)

e. and f. Many of those who have left have expressed great interest in the mission and work of the Agency. Some have suggested the possibility of later return; others have discussed covert activity with offices of the Clandestine Services; still others have expressed their willingness to be useful to CIA in their new capacities. It may well develop that not a few of these men will rise to positions of importance. At a later date, their early association may be of great value to CIA. The value of such men as "Alumni" must be determined by experience; it is desirable at this stage of the Agency's development to include these able people in the "Association."



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4. In effect, the JOT Program serves as a proving ground in which we hope to stimulate able young people to enter career employment. Any young person with high ability will discriminate carefully when choosing a career. Such motivation and discrimination can be made in favor of CIA only after EOD. In general, the OCS men are about three to four years younger than the veterans. It is inevitable, then, that if we employ high calibre young people, the attrition among this group will be higher than among less desirable or older employees. This fact is characteristic not only of CIA but is also true in industry, business, and other government services.

5. It is also emphasized that officers in the various Armed Forces are detailed to the Agency for a tour of duty after which they return to their parent services. Their value to the Agency while serving with us is not affected by the fact that they eventually leave us.

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a.

Total EOD

Did not complete the  
Program (all reasons)

Left Agency employment  
after active duty

Remained with Agency

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c. Ten men who left have entered institutions of higher education and three continued in Government Service.

3. Comments are now made on those considerations not mentioned in the report of the Inspector General. The letters introducing these items correspond to those in paragraph 1 above:

a. The Office of Personnel reports that it is far easier to recruit men in college or graduate school than at the time when or just before they are completing their active duty. In the latter case, most of these men have made their plans. Furthermore, they are more difficult to reach and to screen in advance of interview. The military authorities are often less cooperative than college and university officers.

b. The list of those who accepted CIA employment after active duty includes many who already are being groomed for important duties. The lead time gained in preparing them for these duties is of considerable importance. Emphasis is placed on the fact that without the OCS Program, we would not now have on board, much less well trained, such men as those named in Table B.

c. With greater experience, better recruiting practices, and refinements in administration such as an expanded testing program and being able to bring candidates to Headquarters for pre-employment medical examination and interviews, it is felt that selection procedures have improved. Furthermore, the inclusion of Army ROTC officers in the Program provides a longer period to work with these men and hence should reduce attrition.

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